

**U.S. Department of Commerce  
Senior Executive Performance Agreement**

Executives in the Department of Commerce are accountable for supporting the Department's mission to promote job creation, and improved living standards for all Americans by creating an infrastructure that promotes economic growth, technological competitiveness, and sustainable development. The Department's strategic goals are as follows:

1. Observe and manage the Earth's environment to promote sustainable growth.
2. Provide the information and the framework to enable the economy to operate efficiently and equitably.
3. Provide infrastructure for innovation to enhance American competitiveness.
4. Management Integration Goal: Strengthen management at all levels.

Appraisal Period:	SSN:
Name:	Position Title:
Series & ES-Level:	Organization:

**Part I: Critical Performance Expectations**

**A. Responsibilities**

All Department of Commerce executives share certain critical elements that deal with how they perform their job. Set forth below, these responsibilities reflect the core values of the Department - what is important to us as an organization - and they are shared by all Department of Commerce executives and managers. These elements guide the various actions that the incumbent commits to in Part I, B and should be given equal weight in the summary narrative and evaluation. The incumbent and immediate supervisor jointly review these responsibilities to ensure mutual understanding.

**CRITICAL ELEMENT I: Leadership/Management**

Demonstrates integrity, sound judgment, and the highest ethical standards of public service. Successfully leads organizational change. Addresses programmatic and organizational changes as necessary. Effectively develops and executes plans to accomplish strategic goals and organizational objectives, setting clear priorities and acquiring, organizing, and leveraging available resources (human, financial, budget, etc.,) and succession planning to ensure timely delivery of high quality services and products in compliance with applicable laws, regulations and policies. Ensures that the highest level of organizational goals and results cascade downward in the organization so that at the individual level, all activities are in alignment with the highest level of successfully defined organizational outcomes. Motivates employees to achieve high performance by facilitating a positive workplace that fosters innovation and initiative, open and honest communication, and teamwork among employees and peers. Effectively manages employee performance, addresses conduct issues early as appropriate and recognizes high performance. Ensures that, to the extent possible, employees have the tools and training to do their jobs. Promotes cooperation, flexibility and teamwork among employees. Provides continuous, constructive feedback to employees concerning individual and group performance including timely evaluations of performance. Coaches and develops employees to realize their full potential as members of the Department.

**a. President's Management Agenda** - Achieves the objectives established by the President, the Secretary, the Deputy Secretary, and senior management. Articulates the organization's vision, effectively communicates the Department's mission, core values and strategic goals to employees and

other stakeholders and engages them in developing objectives and individual performance plans that contribute to those goals (i.e., President's Management Agenda, mission of the organization) with a focus on results. Supports the Department by providing responsive, timely and accurate work products and information as requested by Department management. Suggests innovative approaches to knowledge management that improves communication across organizational lines. Prioritizes professional and technical currency on relevant and timely issues impacting Commerce. Fosters a learning organization throughout Commerce that encourages cooperation and collaboration among offices and bureaus. Ensures that the strategic planning process is meaningful and relevant to the organization, including the completion of Government Performance and Results Act activities. Financial reporting and budget activities are on-track, accurate and timely.

**b. Safety and Security** - Fosters a safe work environment for all employees with an on-going focus on safety and health issues. Ensures continuity of operations by providing timely and relevant input to the Continuity of Operations Plan (COOP) as requested. Ensures that relevant aspects of the COOP are operational and logistically feasible. Ensures that the COOP is timely communicated to key personnel. Educates employees on health and safety issues, including preventative measures that can be taken to ensure a healthy work environment. Monitors the outcomes of health indicators (e.g., sick leave usage, attitude survey results, turnover, accidental rates). Ensures that the work environment is safe and that any unsafe conditions are addressed in an expedient manner. Addresses environmental issues (e.g., work space, ergonomic furniture, asbestos, air filtering systems). Ensures that employees are aware of what to do in an emergency situation. Promotes health unit activities and gives employees the opportunity to participate freely. Ensures that employees understand the role of the Employee Assistance Program and how to access it.

**c. Diversity** - Effectively considers equal opportunity and diversity principles in all aspects of program and human resources decisions and in compliance with merit systems principles. Where given the opportunity, increases the employment of under represented groups of minorities and employees with disabilities. Participates in outreach activities such as creating partnerships with and recruiting from minority-serving institutions; "adopting" schools and mentoring students; participating in "internship" programs; and employing "co-op" students. Strives to resolve employee grievances and allegations of discrimination at the lowest organizational level. Cooperates fully in the investigation and fact-finding processes of investigations.

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory

Narrative:

## **CRITICAL ELEMENT 2: Customer/Client Service Responsiveness**

Ensures a high degree of responsiveness to organizational leadership, the public, and internal and external customers (i.e., external contacts, staff, bureaus, Department, customer agencies, taxpayers).

Continually reviews and monitors organizational performance. Consults, collaborates and builds partnerships with agencies and other stakeholders, and takes decisive action, in accordance with law, regulation, and Department policy. Continuously seeks to improve business processes, sharing those efforts with other units to better overall Department performance.

Demonstrates the importance of customer and employee satisfaction in successfully accomplishing the Department's mission. Demonstrates the importance of customer focus as a critical component of the Department's mission. Listens to customers, systematically gathering their feedback, actively seeking to identify their needs and expectations, and effectively communicating those needs and expectations to employees. Ensures that employees do the same, and they are prompt, professional, fair and responsible to the circumstances of individual customers, to the extent permitted by law and regulation. Continuously evaluates organizational performance from a customer's point of view.

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory

Narrative:

**B. Bureau Specific Critical Elements (one to three elements, with total weight equalling 50%)**

In the space below, the incumbent and his or her immediate supervisor should describe a limited number of critical elements along with critical element activities that the incumbent will be expected to accomplish during the upcoming evaluation year. These bureau elements should be derived from, and directly contribute to, the program priorities and objectives established by the organization's annual business or operating plan; they should also be balanced, based on the Department-wide responsibilities described earlier, and may include personal developmental objectives relating to those responsibilities. Generally, bureau elements should be qualitative in nature, but they can (and should) be guided and informed by the organization's quantitative performance measures. Bureau elements may be modified during the evaluation period as circumstances warrant. Changes should be made at least 90 days before the end of the evaluation period to prevent having to extend the evaluation period.

**Bureau Specific Critical Element #1**

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory

Narrative:

## **PART II: Progress Review**

This mandatory review generally takes place during the middle of the evaluation year. The rating official and the incumbent are required to discuss the incumbent's progress toward expectations set forth in Part I. That discussion should be summarized below:

Date review conducted:

Rating official's signature:

Employee's signature:

**Part III: Performance Summary and Rating**

**Name:** \_\_\_\_\_

Instructions:

List each critical element in the performance plan and the weight it has been assigned.

Assign a rating level for each element: (5) Outstanding; (4) Commendable; (3) Fully Successful; (2) Minimally Acceptable and (1) Unsatisfactory. Raters may also give fractional ratings.

Score each element by multiplying the weight by the rating level.

After each element has been scored, compute total score by summing all individual scores.

Total score can range from 100 to 500.

<b>Performance Summary and Rating Methodology</b>			
Critical Element	Individual Weights (Sum=100%)	Element Rating (1-5)	Score
Leadership/Management	30%		
Customer/Client Service Responsiveness	20%		
Bureau Critical Elements (Up to Three, equaling 50%)			
Total			